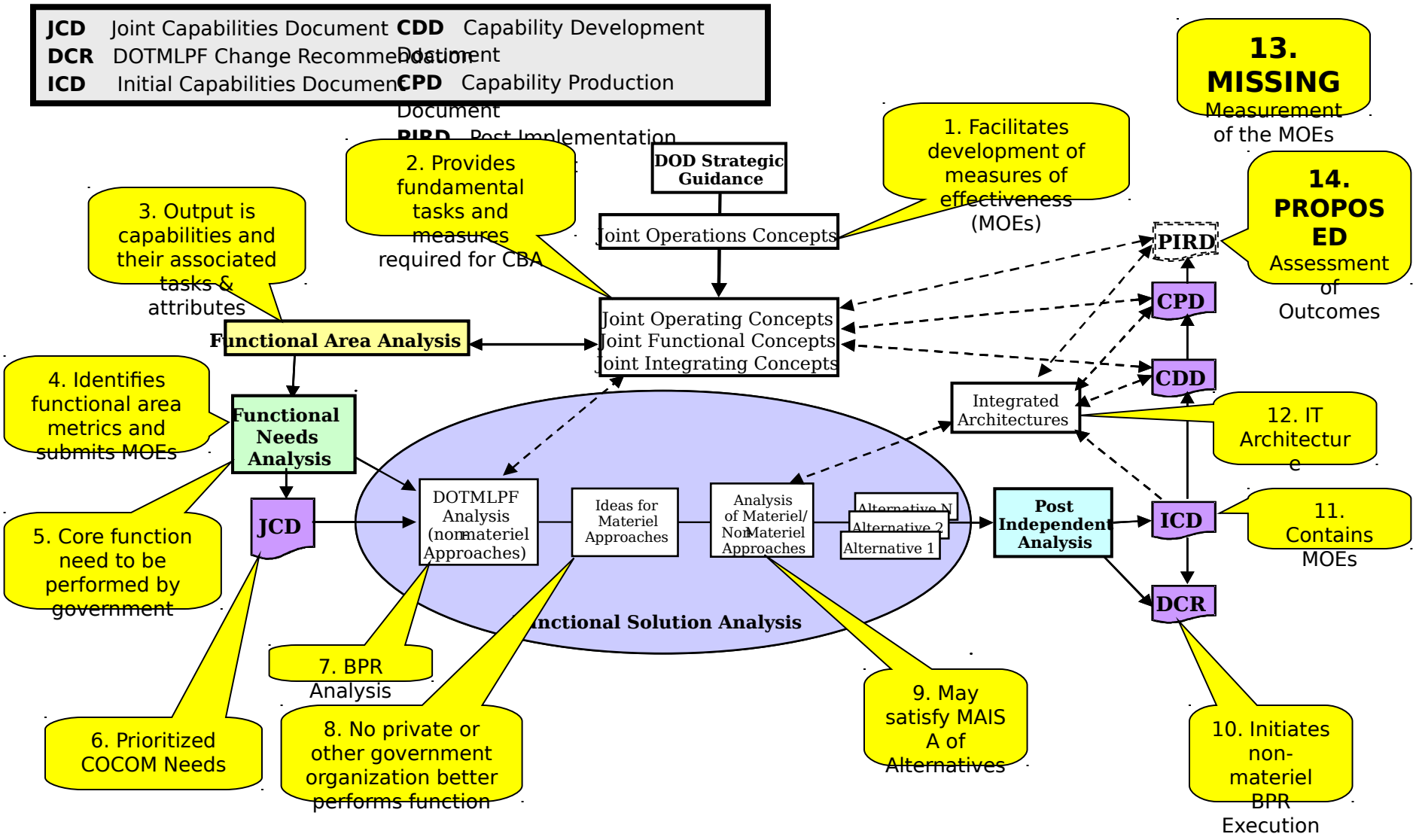
CCA in the JCIDS Process

Existing and Proposed JCIDS Processes for Satisfying CCA


JCD Joint Capabilities Document
DCR DOTMLPF Change Recommendation
ICD Initial Capabilities Document
CDD Capability Development Document
CPD Capability Production Document
PIRD Post Implementation
13. MISSING Measurement of the MOEs
1. Facilitates development of measures of effectiveness (MOEs)
2. Provides fundamental tasks and measures required for CBA
3. Output is capabilities and their associated tasks & attributes
DOD Strategic Guidance
Joint Operations Concepts
Joint Operating Concepts
Joint Functional Concepts
Joint Integrating Concepts
Functional Area Analysis
Functional Needs Analysis
4. Identifies functional area metrics and submits MOEs
JCD
5. Core function need to be performed by government
6. Prioritized COCOM Needs
DOTMLPF Analysis (non-materiel Approaches)
Ideas for Materiel Approaches
Analysis of Materiel/ Non-Materiel Approaches
Alternative N
Alternative 2
Alternative 1
Functional Solution Analysis
7. BPR Analysis
8. No private or other government organization better performs function
9. May satisfy MAIS A of Alternatives
Integrated Architectures
Post Independent Analysis
PIRD
CPD
CDD
ICD
DCR
14. PROPOSED Assessment of Outcomes
12. IT Architecture
11. Contains MOEs
10. Initiates non-materiel BPR Execution

Joint Concept Role in BPR and MOE Development

- **Capstone Concept for Joint Operations** (JopsC).
  - They describe the measurable detail needed to conduct experimentation, permit the development of measures of effectiveness, and allow decision makers to compare alternatives and make programmatic decisions
- **Joint Operating Concepts** (JOC).
  - They describe the measurable detail needed to conduct experimentation, permit the development of measures of effectiveness, and allow decision makers to compare alternatives and make programmatic decisions.
- **Joint Functional Concepts.** (JFC)
  - Functional Concepts provide capability attributes and lead to force development guidance that will require changes in joint force doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF).
- **Joint Integrating Concept** (JIC).
  - JICs have the narrowest focus of all concepts, and distill capabilities derived from Joint Operating Concepts (JOCs) and Joint Functional Concepts into fundamental tasks and measures required to conduct Capability Based Assessment (CBA).

Measure of Effectiveness (MOE) Defined

- **Standards against which the capability of a solution to meet the needs of a problem may be judged. The standards are specific properties that any potential solution must exhibit to some extent. MOEs are independent of any solution and do not specify performance or criteria.** (Military OR Society)

- **(DOD) Tools used to measure results achieved in the overall mission and execution of assigned tasks. Measures of effectiveness are a prerequisite to the performance of combat assessment. Also called MOEs. See also combat assessment; mission.** (Joint Publication 1-02)

- **A qualitative or quantitative measure of a system's performance or a characteristic that indicates the degree to which it performs the task or meets a requirement under specified conditions. MOEs should be established to measure the system's capabilities to produce or accomplish the desired result** (CJCSI 3170.01E Draft)

- *MOEs are a measure of operational success* **that must be closely related to the objective of the mission or operation being evaluated. For example, the number of enemy submarines sunk or enemy tanks destroyed may be satisfactory MOEs if the objective is to destroy such weapons systems. … A meaningful MOE must be quantifiable and a measure to what degree the real objective is achieved.** (The Defense Acquisition University in its 10th edition Glossary)

BPR/Benchmark Maturity

		Undefined Uncoordinated, Ad-hoc	*Concept of what should be done and how to get there; tied to success criteria*	*Concept is operational in selected areas*	*Used throughout the enterprise To produce intended Outcomes*	
Strategies	**Current Stage (end of FY00)**	**Stage 1 Unstructured**	**Stage 2 Defined**	**Stage 3 Implemented**	**Stage 4 Institutionalized**	
Benchmark & Best Practices		• Benchmark of IM best practices is largely performed on an unstructured, ad-hoc basis • Results are not documented, advertised or accessible for routine and systematic use	• Benchmarks are known, easily accessible and maintained • Best practice/ benchmark includes a description of environment conducive to successful implementation Strategic planning process guides IM/ IT activities across DOD	• Experiences with best practices and benchmarks are shared across the enterprise • Organizations use the benchmarks and apply the lessons learned	• Benchmarks/ Best Practices are methods of choice across the enterprise • A systematic process for updating and refining Benchmarks/ Best Practices • Applicable Benchmarks/ Best Practices are reflected throughout policies	
Process Change		• No vision or strategy exists for addressing and instituting process change • Unclear roles and responsibilities • Uneven and uncoordinated process change	• Visions, goals and strategies for instituting process change exist • Mechanisms (e.g.. Operational Architecture) for ensuring that IT investment decisions are tied to process change exist • Recognize change management requirements	• New processes are in place • IT is aligned with the process • Processes in place to allow CIO to ensure, promote and evaluate • Demonstrate BPR within the functional areas, for example IT infrastructure, C3I	• BPR is routinely applied throughout the enterprise before IT requirements are defined	